

Housing Management Bulletin



No. 5

MANAGEMENT DIVISION

NAHO

IT LIBRARY

NATIONAL ASSOCIATION OF HOUSING OFFICIALS

SEP 24 1942

September 16, 1942

PERIODICAL

SOME PROS AND CONS OF MANAGEMENT PROBLEMS

LIBRARY

At the Preconference Roundtable for New Managers that preceded the Division's Third Annual Meeting in Baltimore this May, notes were taken on some of the discussions. Excerpts from these notes are given below as examples of varying solutions and approaches to common management problems.

Housekeeping Standards

Question: What is management doing with housekeepers who are not keeping their houses up to standard?

Hartford (Connecticut): By request, the problem is turned over to a tenant association committee. Through this committee, individuals are approached. The problems come across the manager's desk only by hearsay.

New Haven (Connecticut): We are not convinced that it is any of our business to supervise homemaking. It is not our affair to watch closely the housekeeping habits of our tenants. We should, however, watch our equipment. It is in this way that we can detect any bad situation. Ninety per cent of the tenants are not in need of any attention on our part. These people should not be bothered with home inspections.

Boston: We make home visits ten days after tenants move in. There is resistance from only about 5 per cent of them. While we are there socially, we make observations about the housekeeping. We code a map of the project showing what we find and make rehabilitation calls on those having poor homes. We call in an agency when we feel it is necessary. We generally find improvement after our visits.

Detroit: We have had excellent results with WPA assistance. We set up a social room as a class room and conducted classes in homemaking. . . . We also have a worker's service for teaching new tenants how to handle their ranges. Six women, after two weeks training with the utility company, make regular calls to the home. They note housekeeping standards on their reports. . . . Also the

visiting nurses' association reports on housekeeping to us. . . . Housekeeping is our business. It is bad to depend on neighbors to report poor housekeeping. Poor housekeeping is not their business--but ours.

FPHA Medical Advisor: We must consider the dangers of poor housekeeping . . . If anything endangers the health of tenants, it is certainly your business.

Community Facilities

Question: Shall we charge a small price for the use of community facilities?

Miami: We charge a small nominal cost for groups off the project.

Cleveland: We have a service rather than a rental charge.

Question: What about permitting private parties?

New York City: We think there is too much demand for private parties. We don't permit them and our policy does not seem to create any hardship.

Maintenance

Question: What would you say is your major maintenance job?

Rantoul (Illinois): We have a monthly check-up of each dwelling-unit by a maintenance man. In addition, each specific job in the unit (like the repair of a broken window) is routinely followed by a general inspection by the maintenance man. We don't wait for the tenants to submit complaints.

Phillipsburg (New Jersey): To discover and keep track of maintenance difficulties, this office uses a form on which it lists complaints by items. On this, the maintenance man lists the time and materials necessary for repairs. The maintenance supervisor summarizes the cost in time and materials. Once a month, he submits a listing of every repair. These items fall into five

or six general types. We have found this form to be of inestimable value in preparing budgets. The form requires about 15 minutes a day on the part of the maintenance supervisor and it is also useful in making advance preparation for ordering stock.

Unidentified: Three months after initial occupancy, our maintenance men inspected the heat units thoroughly, as well as a long list of other items, preparing to make corrections wherever necessary. We follow a system of quarterly checks--hence our costs for the operation of equipment are reduced. There is little to do at the time the premises are vacated beyond a little wiping up, etc.

Jackson (Tennessee): We have found that some tenants would rather pay a little and have their lawns mowed. The maintenance man goes around, collects 50¢, and then every other week for the coming month assigns two laborers to cut the grass.

Jacksonville (Florida): If a tenant does not cut the grass, our maintenance man does the job and places the cost on the tenant.

Miami: We have 63 acres, only 8 per cent of which area is covered by buildings. The tenants have to take care of the front and back yards. We have a working foreman for

buildings and one for grounds. We pass out different colored slips as warnings to the tenants--red means "danger;" another color carries the message "We find rubbish on your premises;" another says "Grass needs cutting;" etc. We give prizes for the best lawns. Our tenants purchase their own equipment.

Cleveland: We have 100 per cent cooperation on lawn maintenance. We provide a lawnmower and a length of hose for every three buildings (we have 70 row houses). It is a cooperative venture with management, tenants, and council. We think we have successful lawns.

Miscellaneous Problems—Possible Solutions

When a manager assumes responsibility for a development, he should have in his possession guarantees on all of the equipment and should not release any units for occupancy in the absence of such guarantees.--Managers should participate in drawing up annual operations budgets but it requires some education of local authority officials and federal supervisors to effect such a departure from usual practice.--It seldom pays to sue after a tenant moves.--An FPHA representative said it was in order to raise a tenant's rent at any time that an income increase was established without waiting for a regular income check on the entire community.



The above emblem is from an issue of The Techwood News, community paper for Atlanta's Techwood-Clark Howell Homes (604 and 630 units), where a very successful victory garden program was instituted this summer by the local authority (see the June HOUSING MANAGEMENT BULLETIN). Second-crop fall gardens were also encouraged.

A MEANS OF CONTROLLING DOGS IN HOUSING COMMUNITIES

by T. J. O'Connor, Housing Manager
Merrimack Park, Norfolk, Virginia

(Merrimack Park is a 500-unit war housing community built by FPHA and the Housing Authority of the City of Norfolk under Public 671 for Navy enlisted and civilian personnel.)

Among the many matters discussed prior to the opening of Merrimack Park was the very pertinent one of pets, particularly dogs. I think I shall always remember the remark of the then Chairman of the Norfolk Authority, the late Mr. L. H. Windholz, when this matter was under discussion--his remark being, as I remember it: "If some kids and grown-ups couldn't have a dog, life wouldn't be worth living. Let 'em have 'em and do the best you can to control the situation."

As a consequence, "ordinary pets" were permitted. Almost immediately, however, the dog question became one of our serious disturbances. We "put up with it" and tried to control it as best we could for quite a length of time but finally we came to the conclusion that some organized group in the Park would be necessary if dogs, particularly, were to continue with us. Notices incorporating what might be termed an indictment of dogs were, therefore, mimeographed and distributed throughout the community and all dog owners were invited to gather in the auditorium of the Community Building for the purpose of discussing the

situation, not with the intent of finding enough evidence against the dog nuisance to permit the management to take charge of the situation, but completely to the contrary, for the purpose of making an extremely pointed effort to answer the problem in favor of the dogs.

Dog Owners Meet—Form an Association

As a result of the broadcasting of this circular, the auditorium was comfortably filled on the evening appointed for the discussion of the matter. When the meeting was opened, I again made it as clear as possible that it was my desire not to be obliged to recommend prohibition of dogs in the Park but that I was sincerely hopeful of a favorable solution, after which remarks I read to the assembled dog owners the so-called indictment against dogs and then completely withdrew from any further discussion of the problem, leaving the matter entirely in the hands of the community residents, with the suggestion that a Dog Owners' Club be formed, officers elected, and bylaws and rules and regulations for the governing of dogs in the community be drawn up.

My suggestion met with hearty approval and in a reasonable length of time such a club was formed. Without further consultation with the management, those people who were interested in retaining their pets drew up the regulations and campaigned for members. When the regulations were presented to me, I thought that some stipulations were more rigid than should be expected but since the whole matter had been placed in the hands of this group, I suggested no alterations and now find that it has been unnecessary to invoke some of the most drastic provisions.

Briefly, the bylaws stipulate (1) that city, county, and state laws governing the care of dogs are a part of the regulations; (2) that all dogs living in the Park must wear Merrimack Park identification tags--tags being issued only upon registration with the Club of owner's name and address, the breed of the dog, its color and markings, its city license and rabies vaccination numbers; (3) that dogs shall not be allowed to run free but must always be either confined or on leash; (4) that owners shall clean up any litter or pay for any damage caused by their dogs; (5) that dogs found straying will be caught and, if not wearing an identification tag, will be turned over to the City Pound--if wearing a tag, the owner will be fined \$1 (if caught three times, the owner will be reported to the Authority); (6) that vaccination for rabies is compulsory; and (7) that failure to comply with the rules may be punished by requiring the tenant to move. In addition, the occupancy lease itself carries a statement that tenants who are dog owners will automatically become members of the Dog Owners Association and will abide by its rules.

The Plan Successful to Date

The group has been functioning for the past several months and, although we have in the Park, to my knowledge, between fifty and seventy-five dogs of all ages and types, it is a rare thing to see a dog unattended and inspections of the properties bring to light very little evidence of destruction to shrubs or landscaping which could be traced to dogs.

WE PRESENT...



**EXECUTIVE
COUNCILMAN
FRANKLIN
THORNE**

Seventh in a series of Executive Council biographical sketches.

Mr. Thorne, a charter member of the Division, is one of the new members of the Executive Council, elected in May at the Division's Third Annual Meeting. His affiliation with NAHO dates from the days of the 1935-36 NAHO-PWA training school and has been one of continuous service since then on committees and as a conference program participant.

The District of Columbia has been the locale for all of Mr. Thorne's experience. He was born there and after completing his education at Hampton Institute, Howard University, and as a graduate in Business Administration from New York University, he returned there to work, first with the YMCA, then as a caseworker for the Public Assistance Division, then with the Washington Committee on Housing, the PWA Housing Division and presently with the Alley Dwelling Authority for the District of Columbia.

At PWA Mr. Thorne was first Management Aide, then Research Assistant for Dr. Robert C. Weaver, finally Assistant Management Supervisor, in which capacity he traveled throughout the country, opening projects in Cleveland, Atlanta, and Atlantic City. In 1937 he became Manager of PWA-built Langston, a 274-unit development in Washington. Later he was appointed Housing Manager for all the ADA properties for Negro tenants in the District, which now total 10 occupied and 4 under construction--3159 units all under Mr. Thorne's management supervision.

PERSONALS

PAUL L. STANNARD—Division Chairman Stannard this month left his position as Coordinating Manager of the Cleveland Metropolitan Housing Authority to become Housing Manager for the Ravenna Ordnance Area in Windham (Ohio), said to be the largest shell loading plant in the country. There are 2000 units of demountable housing, 1150 dormitory units, and 500 trailers in various stages of completion in the Area, all under direct management of FPFA.

JOHN A. KERVICK—The Division's Vice-Chairman has left his position as Executive Director of the Housing Authority of the City of Elizabeth to assume the duties of Assistant Director for Project Management of FPFA's Region II, with headquarters in New York City.

RAYMOND A. VOIGT—In August Mr. Voigt left San Diego and the management of some 4800 units of various types of war housing there to become Assistant Director for Project Management of FPFA's Region VI, with headquarters in Chicago.

JOHN T. LONG—Mr. Long has recently been appointed an Administrative Officer for the National Housing Agency in Los Angeles. He was formerly Resident Manager of Ramona Gardens in Los Angeles (610 units).

HARRY B. WEISS—Mr. Weiss has left the Housing Authority of the City of Newark to act as a Special Assistant in the Leasing and Occupancy Section of FPFA's Management Division.

GEORGE SCHERMER—Formerly Supervisor of Tenant-Relations for the Detroit Housing Commission, Mr. Schermer was this summer appointed the Commission's Administrative Assistant.

"A LIBRARY LIBRARIANS DREAM ABOUT . . ."

at Alamito, Public Housing Community

A library that librarians dream about is in a public housing community—in Alamito, a 349-unit slum clearance development for Mexicans in El Paso (Texas). The city's main librarian, in commenting on the annual report of the Alamito branch, made this statement: "This is the ideal library. It's a library librarians dream about—it belongs to the people."

Specific facts behind the statement, as itemized in the branch library's annual report, are: Of the 349 families living at Alamito, 1032 individuals are borrowers from the library. The circulation maintains an average of 98 per day, a total of 25,122 for the year, with Spanish books and women's magazines, no matter how old, ranking high in popularity. The report states that there is close cooperation between the workers on the project and the library. The pre-school teachers; the playground supervisor and attendants, the maintenance men, and the office force all use the library constantly. Books are obtained from the main library to meet requests for material on such subjects as plumbing, carpentry, electric and gas refrigeration, wood-working, pruning trees, photography, printing, archery, quilting, exercises for the eyes, posture, welding, the Army, chemistry, history, tennis, playgrounds, festivals . . .

But the librarian who makes the report stresses more than statistical facts. She relates how the Alamito branch has become a neighborhood nook; how its librarian has become the friend of many of the borrowers; how, for instance, one of the tenants for whom a book on costume design had been secured came to the library dressed in a costume made from the book in order to demonstrate the effectiveness of the library's service. — "That is real use of the library, the use we like," the librarian says. "We want reaction and response."

When the Alamito branch was opened, the librarian in charge called at all of the 349 apartments and now calls on all new tenants. She explains what the library is, that it is both for parents and children, that its books are both in English and Spanish, that there are picture books for youngsters, that there are books on cooking and care of babies and children for mothers, specialized books for men—that it is all free and all theirs. The main librarian says that she is prouder of the Alamito branch's success than she is of the work of the main library and hopes it may be possible to open a similar branch at another of the city's housing communities, 311-unit Tays Place.

A SURVEY OF HOUSEKEEPING STANDARDS

by Alvin A. Mermin, Manager
Farnam Courts, New Haven, Connecticut

(Farnam Courts is a 300-unit, FPFA-aided development for low-income families.)

The moral of this story is: "It's an ill wind that blows no good . . ." and here is the way one particular

wind was blowing.

We had several times been called in to check actual floods of water that were being caused by water faucets bursting away from the walls. Upon investigation it was found that our plumbing contractors had neglected to adequately tighten some of the bonnets located inside the walls. Arrangements were immediately made to thoroughly check every installation, breaking through the plaster to reach the bonnet and so adjust it that there would be no recurrence of the problem.

Since every apartment in the community was to be visited and since each stop required approximately five minutes' time, we felt it would be a fine chance to personally visit with the tenants and note their housekeeping habits, care of equipment, etc. We felt the situation was ideal for this kind of check-up for the following reasons:

1 - We could give as a reason for our call the "check on the plumbing."

2 - While the plumber worked, the Manager could speak with the tenant, learn of any little difficulties and complaints which had never been reported, and clear up many doubts and questions.

3 - By using a chart prepared beforehand, specific items in each apartment could be checked with little writing--hence we could make a complete survey of the apartment by merely recording a series of X marks.

4 - Full coverage would be possible. Should a tenant be out, entry could be made by master key and a card left, stating the purpose of the visit.

The survey actually took five full days of the Manager's time but was worth a million dollars from the point of view of management information. Surprisingly few tenants were found to be bad housekeepers considering that most of them had come from the worst slum areas of the city: 75 excellent; 158 good; 55 fair; 8 poor; 4 urgently needing attention.

Most Frequent Violation—Uncovered Garbage Pails

The most important single fact learned from the survey was that about 25 per cent of all tenants did not have a covered garbage pail. A few otherwise good housekeepers were rated fair because of this serious omission and in one case a really meticulous apartment was deprived of an excellent rating for the same reason. It may be worth while in planning post war low-cost housing to think about providing a receptacle for garbage disposal, possibly recessed in the kitchen wall. It would probably result in a saving in disinfection costs, since our experience shows that more calls are made because of roaches and bugs in apartments that have no covered pails than in those in which this situation does not exist.

The comprehensive rating of housekeeping standards was based on such other items as condition of floors, window sills, care of refrigerator, cleanliness of gas range,

New Division Members

July 30 to September 16, 1942

Bagaloff, C. N. - Junior Housing Management Adviser, FPHA, Chicago
 Gamble, Mrs. Mary Nan - FPHA, Fort Worth (Texas)
 Garvin, Mrs. Antoinette W. - Property Manager, Kelly Miller Dwellings, Washington, D. C.
 Jackson, Mrs. Mattie D. - Assistant Housing Manager, Orcutt Homes, Newport News (Virginia)
 Johnson, Miss Ethel M. - Assistant Manager, Baldwin Hills Village, Pasadena (California)
 Kessing, Miss Bertha B. - Tenant Selection Aide, Linda Vista (California)
 Kircher, Charles H. - Housing Manager, Hill Creek, Philadelphia
 Lusch, John P. - Housing Manager, The Philadelphia Housing Authority
 Moore, Lyman S. - Assistant Administrator, NHA, Washington, D. C.
 Norton, Timothy J. - Assistant Head, Consumers' Service Unit, FPHA, Washington, D. C.
 Pawinski, Carl P. - Housing Manager, Parklawn, Milwaukee
 Plaut, Stephen S. - Assistant Housing Sociologist, FPHA, Washington, D. C.
 Poulson, William L. - Manager, Clason Point Houses, New York City
 Robinson, Miss Corienne K. - Racial Relations Adviser, FPHA, Washington, D. C.
 Rouse, B. O. - Housing Management Training Adviser, Region III, FPHA, Washington, D. C.
 Silverman, Abner D. - Director, Local Authority Management Division, FPHA, Washington, D. C.
 Sukrow, Arnold E. - Project Management Branch, FPHA, Washington, D. C.
 Sutton, Hirst - Executive Assistant to Commissioner, FPHA, Washington, D. C.
 Wilson, Ernest H. - Housing Manager, Wentworth Acres, Portsmouth (New Hampshire)



M-DAY— And "M" stands for moving in, not only bag and baggage but wooden soldiers, pillows, pails, packages. . . This is another picture from the unusually well illustrated Fourth Annual Report of the Peoria Housing Authority.

whether dishes were piled up in sink and beds made (with allowances for time of day), disposal of soiled clothing, whether closets were used as catch-alls, etc., etc.

To the twelve tenants who were rated poor and urgent, the following letter was sent, which does not directly accuse these tenants of bad housekeeping standards but instead gives them a gentle hint that we are on the watch. It was reported by a neighbor that one recipient of such a letter ran to all the other tenants in her building to inquire whether they too had received one. On learning that she was the only one, she cried for about fifteen minutes and then went on a cleaning spree that lasted two days.

Dear Tenant:

There is no special rule that can be made to determine a "good housekeeper." Sometimes a woman will keep her kitchen spotlessly clean but will neglect her closets and bedrooms. Other people may be clean about their persons but may be neglectful about sweeping floors and cleaning window sills, etc.

In other words, no one is perfect, BUT - some of us have a lot to learn and a lot to do before we can feel that we are doing all we can and all we know how.

Attached is a list of some things for you to watch in your housekeeping. We suggest that you check them off one at a time to see how you rate. Give yourself 10 points for each "yes" and see what your score is. 60 is POOR; 70 is FAIR; 80 is GOOD, and 90 or 100 is EXCELLENT.

BE HONEST with yourself! If your score is below 70 get busy and clean up - because it will mean not only that you are carrying out the obligations of your lease to the Housing Authority, but also it will result in a healthier and happier family for you.

Should you wish to discuss the question of housekeeping more fully, you may come into the office at your convenience.

Sincerely yours

Housekeeping Quiz

| | YES | NO |
|--|--------------------------|--------------------------|
| 1. Have you a COVERED pail for garbage only, in your kitchen? | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Do you DEFROST your refrigerator once a week and do you cover the foods you keep in the refrigerator? | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Are your beds made before noon every day? (Except in cases where the work shift is unusual) | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Are your closets neatly kept? (Or are they used as "catch-alls" for everything you want to dispose of in a hurry?) | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Do you have a hamper for soiled clothes? (Or do you leave them around loose, or in a closet?) | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Are your window-sills clean? (Look at them before answering this question) | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Is your bathroom clean? (Check the tub - toilet, bowl - floor - window - sill - condition of the towels) | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Does your medicine cabinet contain the necessary items for first aid? (Such as iodine, aspirin, bandage, liniment, adhesive tape, etc.) | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Do you wash your windows at least once in 3 months? | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Do you clean your gas range after each meal? (Or do you allow grease and soot to accumulate?) | <input type="checkbox"/> | <input type="checkbox"/> |

FROM HERE AND THERE . . .

BELIEVE IT OR NOT— The management office of a low-rent project received a telephone call recently from a tenant that went like this: "We are all downtown and don't expect to be home for a few hours--so you'd better send someone over to our apartment to turn off the gas. We left something cooking on the range." Before the amazed secretary could catch her breath, the tenant hung up and there was nothing the office could do but send a maintenance man to carry out the request, since there was danger of fire if the request were ignored.

SOCIAL WORKER ON STAFF— In New Orleans the local housing authority employs on its staff a professional social worker. Cases of maladjustment customarily come to the attention of managers or management aides. If they can not be handled by these persons, they are referred to the social worker. In many cases she is able to work out a satisfactory solution with the family. In serious cases, however, she does not attempt to engage directly in case work but recruits the assistance of the proper agencies in the community.

BOY SCOUTS TO THE RESCUE— At Corpus Christi when tenants in war housing communities do not show any signs of maintaining their lawns as provided for under the terms of occupancy, the management office sends a member of the community Boy Scout troop to do the job. Before the Scout sets to work, however, he is instructed to hang a colored tag on the tenant's door--a tag that is understood by all residents to say that the tenant in question has been delinquent in lawn care.

If the tenant wants to do the job himself and thus have the tag removed, he must make immediate arrangements with the management office. Otherwise the Scout goes ahead with the job at the rate of

\$1.00 an hour, charged against the tenant. The \$1.00 rate is split two ways: 50¢ to the boy doing the job and 50¢ to the Scout Troop for its camp fund. Originally the entire fee went to the camp fund but it was found that only one or two loyal boys could work up any enthusiasm for mowing lawns under such a plan--hence the fee splitting.

RAT CONTROL—The United States Department of the Interior has issued a 27-page pamphlet on scientific means of controlling what the authors call "mankind's greatest enemy in the animal world." It is available through the Superintendent of Documents, Washington, D. C. for 10¢. It is listed as Conservation Bulletin No. 8, Fish and Wildlife Service.

ALUMINUM PAINT SUBSTITUTES—The Central Housing Committee (now absorbed by the National Housing Agency) had a Subcommittee on Research, Design, and Construction. One of the many technical reports issued by the Subcommittee was for use during the war and was called Possible Substitutes for Aluminum Paint--a much used and highly efficient paint. Of special interest to housing managers are the Subcommittee's recommendations for interior and exterior surfaces, metal roofs, smokestacks, boiler fronts, structural steel, and radiators. The report is included in CHC's Technical Bulletin for October, 1941. Apply to the Federal Public Housing Authority, Room 200, Longfellow Building, Washington, D. C.

EDITORIAL APPROVAL—On the first anniversary this summer of Park-Holm in Newport (Rhode Island--262 units), the Newport News ran an editorial of congratulation, stating that credit for the way the project has been conducted must go to the Newport Housing Authority and to the management. They seemed to have had a proper ideal and sensible methods of working toward it." Mr. William J. Donovan manages the project.

TENANT REDECORATION OF HOMES

by Harry Glanz, Community Manager
Jersey Homesteads, Hightstown, New Jersey

Here at Jersey Homesteads, one of the stranded group projects of the Farm Security Administration, we have been working on the basis of tenant maintenance for redecorating homes, inside and out, since early in 1940. Prior to that date we did all the painting and maintenance work in the 200 homes here with our own staff. To date we have had the interiors of about 85 houses repainted by the tenants. Our experience with the quality of the work performed indicates that the average resident can with very little supervision do a fairly good job of repainting his home.

Our ceilings are poured concrete and were originally painted with casein paint. However, when a second coat was applied, the ceilings started to peel. After a good deal of experimenting with various types of paints, we found that if we scraped all the loose material off the ceiling and then painted with two coats of ordinary interior flat paint, we had a good looking job which did not peel. In extraordinary cases, it is necessary to apply a third coat. Using this method, our residents have been doing a very satisfactory job.

Method Devised for Sandfinish Plaster Walls

Our sandfinish plastered walls also presented a problem since they collected dust and were continually rubbing off and marring the waxed floors in our houses. To remedy this condition, we first applied a wash coat of white cement, which hardened the surface of the plaster and prevented the sand from brushing off. However, the application of this material was very messy since it got the floors and woodwork terribly dirty and was very hard to clean off. We, therefore, discontinued this method and are now brushing a glue sizing on the sandfinish plaster as a hardener and then brushing on a coat of casein paint. This is a very simple operation and a good many of the women here are repainting their homes without any help from their husbands.

We have found powdered casein the cheapest and easiest type of paint for plastered and furred walls, although I would not recommend it for covering poured concrete surfaces. For the woodwork and other trim, we use a semi-gloss paint in standard colors and do not permit deviation from these colors.

To those tenants who claim that they have never used a paint brush, we send our maintenance painter along with the paint. He shows the tenant how to mix the casein and apply it. At the same time he instructs the housewife or husband how to apply the oil paints, especially cautioning them on brushing out the paint so as to give good coverage with proper hiding quality.

WHAT HAS YOUR EXPERIENCE BEEN?—In sending the Division the above statement, Mr. Glanz asked us for advice on the best means of checking painting equipment in and out within a reasonable time and with some assurance that it would be kept in good condition. Why not give Mr. Glanz the benefit of any experience you may have had--sending us a copy of your letters?

HINTS TO THE HOUSING MANAGER

MANAGEMENT REPORTER

► As an effective means of getting management messages before tenants, Leon Raider, Manager of Tasker Homes in Philadelphia (1000 units) has for the past year been sending twice monthly with the community's tenant-published newspaper a mimeographed, one-page insert under the heading "The Management Reporter Says." The page is broken up into a series of separately captioned comments, instructions, complaints, compliments, etc., many of which are also entertainingly illustrated with stick figures, diagrams, and sketches. The type of material stressed by the management varies all the way from promoting the sale of defense stamps to pointing out the danger of a rat plague due to littered grounds and public spaces. The honor roll technique is used in promoting special management reforms, such as economy in utilities consumption.

CIRCUS-MEDICAL SUPPLIES

► At Carmelitos in Los Angeles County (607 units) the management needed funds to supply medical equipment for the operating room set up under their air raid precaution system (see Supplement to the June, 1942 HOUSING MANAGEMENT BULLETIN for full details of the system). They hit on the idea of getting a circus, an animal act, and a pony ride on a percentage basis and staged a 3-day carnival on the community grounds--taking in as their share of the proceeds \$205. With the money, they have purchased supplies for their casualty station--supply cabinets for each of the five doctors who answer every alert. Each doctor being a specialist, the new cabinets permit each to have his own supplies and equipment in his own cabinet. Two dentists also answer alerts at Carmelitos

and the management is making arrangements to supply them with space for equipment.

THE MASTHEAD

Three of the operating tables and two of the supply cabinets in the Carmelitos casualty station mentioned above.

ADJUSTABLE TABLES

► Sixteen tables, 4' square, with legs that can be adjusted from a 20" height for children to a 30" height for adults, have been built at odd times by the maintenance crew of Garden Homes Estate in Savannah (314 units). Old second hand pipe and fittings, cleaned and painted, were used for the legs and highly polished plywood for the tops. They have been installed in the community Administration Building and serve numerous purposes for all age groups.

SOURCE OF FUNDS

► The cigarette and candy vending machines installed at Sunnydale in San Francisco (772 units) as reported in the June issue of the HOUSING MANAGEMENT BULLETIN are proving a good source of income for the tenant activities fund administered by a coordinating Committee of the Tenants' Council. More than \$25 was accumulated in less than a month. To supplement these funds, a 25 per cent assessment is levied on the receipts taken by project organizations at community dances or similar affairs for which admissions are charged.

SOURCE OF FUNDS

► Another means of securing money for tenant activities is the yearly collection of a "Community Dollar" from each of the tenants at Dixie Homes

in Memphis (633 units). The collection is voluntary and is paid through the management office of the Tenants' Association. All those who make such contributions are given a place on an Honor Roll that is posted on the community bulletin board.

SURPRISE CHECK UP

► At Elm Haven in New Haven (Connecticut--487 units) the Authority's Director and the project Manager made a surprise check on all back and front yards and scored them individually on the following basis (back and front yards being scored separately): 10 points for excellent; 5 for good; 1 for passable; and minus 5 for bad or unsatisfactory. The results of the scoring, averaged for each of six buildings, were published in the community newspaper. The best building score was 67, the worst was 0.

ART CENTER

► A WPA art center has been set up in permanent quarters in the basement of the community hall at Terrace Village II in Pittsburgh. At the time the center was opened, the director stated that he hoped to develop his program along the following lines: To help people get some fun out of art; to develop a "Home Clinic" for decorating problems; and to operate as a community service in supplying posters and publicity material for community civic enterprises. The management feels that this last service is of particular importance in the community's civilian defense program.

MAIL BOX

► At Quinnipiac Terrace in New Haven (Connecticut--248 units) a mail collection box has been installed especially for the tenants. It has been centrally located near the community Administration Building.